

The employee perception of the Human Resources Information Systems success

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ABSTRACT: *This study aims to identify the level of success of the human resources information systems, through the assessment of its role in the performance of the functions of human resource management in the Public Authority for Radio and Television, in intention of detection of the difficulties that's faced by those systems and limit the efficiency and effectiveness of their use in providing the requested information, and work to submit some proposals that's could contribute in improving the efficiency of information systems management of human resources, so that this study presented and validated a comprehensive, multidimensional model of HRIS success, which consists of six success measures: perceived HRIS system quality, perceived HRIS information quality, perceived HRIS ease of use, perceived HRIS usefulness, HRIS satisfaction, and HRIS success and the all results there is showed a positive impact among themselves, so that the more each of the (system quality, information quality, Usefulness, ease of use) increases with satisfaction system. Also results were also shown a positive effect in terms of satisfaction on information systems to achieve the desired success.*

KEY WORDS: *Human Resources Information Systems.*

I. INTRODUCTION

Human Resource is one of the key activities of any organization (Al Shibly H., 2011). Hiring the right person for a job has always been a challenge (Al-Tarawneh M., 2012). Traditionally, HR managers maintained employee data such as qualifications, pay grade, department, work experience, skills, location, last promotion, etc in Excel sheets or word document. Maintaining such kind of data is quite monotonous and boring, with an associated risk of mistakes while updating such sheets. Such mistakes can be minimized through an HR Information System(Barber D., 1999). HRIS systems are designed to be flexible and transparent amongst HR managers and top management, so that they can quickly view and update employee status according to organization hierarchy. This system provides HR Information to manage employee database (Bourini F., 2011).

Organizations must treat information as any other resource or asset. It must be organized, managed and disseminated effectively for the information to exhibit quality. Within an organization, information flows in four basic directions as upward, downward, horizontal and outward/inward (JwadR.,et al 2012). Taking into account that there is a huge amount of information flow in organizations, it will be possible to understand the importance of information systems in organizations (Klenke, K.,1992).HRIS can support long range planning with information for labor force planning and supply and demandforecasts; staffing with information on equal employment, separations and applicant qualifications; anddevelopment with information on training program costs and trainee work performance (Kadhim R., et al, 2012). It can also supportcompensation programs, salary forecasts, pay budgets and labor/employee relations with information on contractnegotiations and employee assistance needs (Madapusi A., 2008)

The idea has been that HRIS would allow for the HR function to become more efficient and to provide better information for decision-making.but The question remains whether HRIS has fulfilled its promise (Obeidat B., 2012)

The Concepts ofthe study

Human resource information system

HRIS is integrated system used to gather, store and analyze information regarding an organization'shuman resources" comprising of databases, computer applications and hardware and software necessary tocollect/record, store, manage, deliver, present and manipulate data for human resources function (Lee,1986).

Perceived HRIS system quality:Measure of system quality focus on performance characteristics of the system this principle refers to the technical details of the information system interface (DeLone and McLean,1992).

Many studies list different measures which probably the most well-known: data currency, response time, data accuracy, reliability, completeness, system flexibility. (Al Shibly H., 2011).

Perceived HRIS information quality: Measures of information quality focus on the output produced by a system and the value usefulness or relative importance attributed to it by the user. (DeLone and McLean, 1992). The main characteristics of information quality including: accuracy, precision, currency, output timeliness, reliability, completeness, conciseness, format and relevance. (Obeidat B., 2012)

Perceived HRIS ease of use: This principle refers to the degree to which a person believes that using a particular system would be free of effort (Davis, 1989) the actual use of computer system can be defined by the degree to which system characteristics match user task needs.

Perceived HRIS usefulness: This principle refers to the degree to which a person believes that using a HRIS would enhance his or her performance within an organizational setting (Davis, 1989). Accordingly, a user's primary motivation to use the HRIS will derive from the functions it performs for him/her.

HRIS user satisfaction: In this sense, user satisfaction with a HRIS is an evaluative judgment regarding a specific HRIS experience and the affective attitude to the HRIS of the employee who interacts directly with the system (DeLone and McLean, 1992).

HRIS success. HRIS success can be defined as an achievement of a firm's objectives for using the HRIS and achievement of end-user related objectives from using them (DeLone and McLean, 1992)..

II. LITERATURE REVIEW

The existing literature on HRIS suggests that they have different impacts on HR across organizations, but provides little explanation for this variation. Early surveys suggested that HRIS were used predominantly to automate routine tasks and "to replace filing cabinets" (Beadles N, 2005). (Barber, 1999) concluded that HR had missed the strategic opportunity provided by HRIS.

More recent research shows greater use of HRIS in support of strategic decision making by HR (Khera Sh. , 2012). However, the extent to which HRIS is used in a strategic fashion differs across organizations, with the vast majority of organizations continuing to use HRIS simply to replace manual processing and to reduce costs (Kristine D, 2006).

Practically, organizations are hesitated to apply HRIS unless they are convinced of the benefits that this would bring to their organizations (Rangriz H, 2001). The most common benefits of HRIS include improved accuracy, the provision of timely and quick access to information, and the saving of costs (Sadiq U, 2012). In a similar (Teotia K, 2002) find five reasons, which justify why organizations should use HRIS. These reasons related to the facts that HRIS helps organizations:

1. to increase competitiveness by developing and enhancing HR procedures and activities
2. to generate or create a greater and a range of many HRM reports
3. to shift the role of HRM from transactions to (SHRM)
4. to reengineer the whole HRM\personnel department\section of organizations.
5. HRIS can be used to support strategic decision making, to evaluate programs or policies, or to support daily operating concerns.

All of these studies focused on the status of HRIS and its uses and implementation, however, little research has been conducted to examine the benefits and barriers of HRIS implementation (Batool, 2012).

Benefits and barriers of HRIS

Some authors like (Bailey, 1983) explained that the HRIS usage in HR would reduce costs by automation information and number of employees will reduce; through helping of employees to control their own personal information; also HRIS allow managers to reach relevant information and data easily, conduct analysis, make decisions, and communicate with others without need to consult an HR professional It is difficult to measure precisely the return on investment and specific improvements in productivity within the HR departments (Gautam, 2011) Indeed, while the ideal assessment of HRIS success might include hard measures such as ROI, the control of extraneous variables makes this type of measurement of success difficult if not impossible. This is why user satisfaction and perception of the system has often be used as a proxy measure for the effectiveness of the system (Haines, 1997)

We could summarize the main benefits of HRIS in many phrases like: Reducing Paper work , Improving data control, Quick Response, Easy Access to information, Improving services, Reducing manpower, Less errors, Streamlining the process, Enhancing the competitiveness, Save time. (Batool, 2012). Moreover there are some barriers that could be effect on the HRIS implementation like Lack of funds Inadequate knowledge Lack of expertise Lack of cooperation Network problem Technical problems Lack of staff Time consumption (Batool, 2012).

The Theoretical Foundations of HRIS Success Model : A great number of studies have attempted to assess the effectiveness of IS, especially in the general IS field. The majority of the research on the IS effectiveness is limited to the financial measurement such ROI (Ives et al, 1983) In our review of the IS success literature, we found no study specifically aimed at comprehensively examining the success of HRIS. Consequently, in developing our theoretical model, We drew inspiration from three significant streams of IS success: (a) the technology acceptance model (TAM) (Davis, 1989), (b) User satisfaction and (c) DeLone and McLean information systems success model (DeLone and McLean, 1992, 2003), to explain the success of HRIS.

Demand for useful measures for assessing the overall benefits of IS investments has long been acknowledged (DeLone and McLean, 1992). However, there is no accepted or over all framework that arrange the important aspects of effective HRIS in a way helping to assist HRIS success, the single available options is by looking through the lens of well-known theories and models of IS success, by which the success of HRIS can be usefully assessed. Most of researches were in response to the call for continuous challenge and test of Human Resources Information Systems (HRIS) success models, Based on the previous IS success models

III. METHODOLOGY

Questionnaire was designed to get information from the staff of HRIS users at Public Authority for Radio and Television in Syria.

Population, Sample and procedures: The population of study consisted of HR employees at Public Authority for Radio and Television recently implemented a new HRIS, human resource department has 123 full time staff members, The questionnaires were distributed to all HR employees from different job levels and functions.

Study Hypotheses

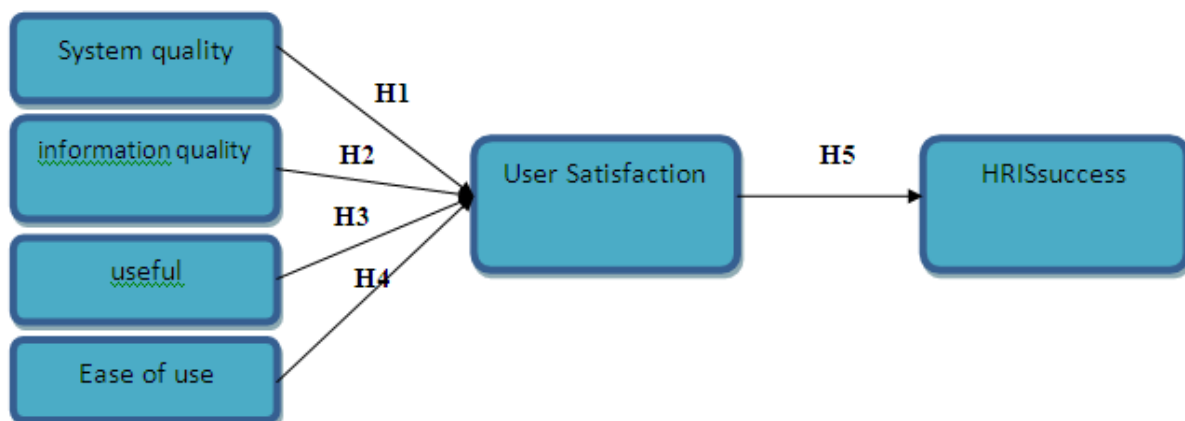
H 1: There is a significant statistical effect evidence between the system quality of human resources information systems and user satisfaction.

H 2: There is a significant statistical effect evidence between the information quality of human resources information systems and user satisfaction.

H 3: There is a significant statistical effect evidence between the Perceived Ease of Use of human resources information systems and user satisfaction.

H4: There is a significant statistical effect evidence between the Perceived Usefulness of human resources information systems and user satisfaction.

H5: There is a significant statistical effect evidence between the user satisfaction of human resources information systems and HRIS success.



Study Results

Based on the tables we can see:

- There is a significant statistical effect evidence between the system quality of human resources information systems and user satisfaction.
- There is a significant statistical effect evidence between the information quality of human resources information systems and user satisfaction.
- There is a significant statistical effect evidence between the Perceived Ease of Use of human resources information systems and user satisfaction.
- There is a significant statistical effect evidence between the Perceived Usefulness of human resources information systems and user satisfaction.
- There is a significant statistical effect evidence between the user satisfaction of human resources information systems and HRIS success.

All the Hypotheses are accepted

The result of multiple regression test of the hypothesis

Independent variables	<u>User satisfaction</u>			result	Items	Reliability
	Beta	R2	Sig.			
Perceived HRIS information quality	1.714	0.20	0.00	accepted	6	0.80
Perceived HRIS system quality	0.470	0.477	0.00	accepted	10	0.75
perceived HRIS ease of use	0.469	0.626	0.00	accepted	4	0.79
perceived HRIS usefulness	2.189	0.445	0.00	accepted	6	0.77

Independent variables	<u>HRIS success</u>			result	Items	Reliability
	Beta	R2	Sig.			
HRIS user satisfaction	1.760	0.466	0.00	accepted	6	0.80

IV. DISCUSSIONS/CONCLUSIONS

Technology is completely changing the way we do things, The role of HRIS are increasing and become strategic through availability of timely information, improvement in the services played an important role. The results have showed through of questionnaires that's distributed that there is - in general - a level of acceptance to a good quality of each system quality, information quality, Usefulness, and ease of use. The empirical evidence HRIS success was affected by HRIS satisfaction, which, in turn, was influenced by perceived HRIS system quality, perceived HRIS information quality, perceived HRIS ease of use and perceived HRIS usefulness. The results of this study revealed that there is a high association between perceived HRIS information quality and HRIS satisfaction. Many studies have found that information quality is important for the success of general IS (Christopher, 2007). The study results show that HRIS information quality makes HRIS more valuable to users by providing them with up to date, complete and detailed information to assist their decisions and by providing them with easy to understand information that is relevant to their work. In the end, through the results of research noted that information systems play an important role that cannot be ignored, and there is a good approval from the workers to keep pace with technological developments, but a manner not prejudicial their security career primarily, and shows their potential and competencies at second-class.

APPENDIX

HRIS SUCCESS QUESTIONNAIRE	
HRIS System Quality	
1. HRIS allows information to be readily accessible to me.	
2. HRIS makes information very accessible.	
3. HRIS is easy to use the first time I access.	
4. HRIS can flexibly adjust to new work demands.	
5. HRIS returns answers to my requests quickly.	
6. HRIS is versatile in addressing needs as they arise.	
HRIS Information Quality	
1. HRIS provides sufficient information	
2. Information content provided by HRIS meet my needs	

<ol style="list-style-type: none"> 3. HRIS output is presented in a useful format. 4. HRIS provide reports that seem to be just about exactly what I need 5. HRIS produces comprehensive information. 6. HRIS provide up-to-date information. 7. I get form HRIS the information I need in time 8. HRIS information clear 9. HRIS information accurate? 10. HRIS precise information that I need
HRIS Perceived Ease of Use:
<ol style="list-style-type: none"> 1. Learning to operate HRIS is easy for me 2. I find it easy to get HRIS to do what I want it to do 3. It is easy for me to become skillful at using HRIS 4. I find HRIS easy to use
HRIS Perceived Usefulness
<ol style="list-style-type: none"> 1. Using HRIS enables me to accomplish job's tasks 2. Using HRIS enables to perform work's requirements more quickly 3. Using HRIS improves my job performance. 4. Using HRIS in job increases my productivity. 5. Using HRIS enhances my effectiveness in the job. 6. Using HRIS makes it easier to do my job.
HRIS Satisfaction.
<ol style="list-style-type: none"> 1. HRIS meets the HR requirements of your area of responsibility 2. The HRIS is of high quality. 3. The HRIS has met your expectations. 4. Overall, I'm satisfied with Using HRIS
HRIS Success
<ol style="list-style-type: none"> 1. Using HRIS enhances HR Planning 2. Using HRIS enhances salary advice 3. Using HRIS increases employee benefits 4. Using HRIS improves the assessment and training needs 5. Using HRIS enhances, Industrial Relations 6. Overall, Using HRIS enhances Recruitment and Performance Management

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